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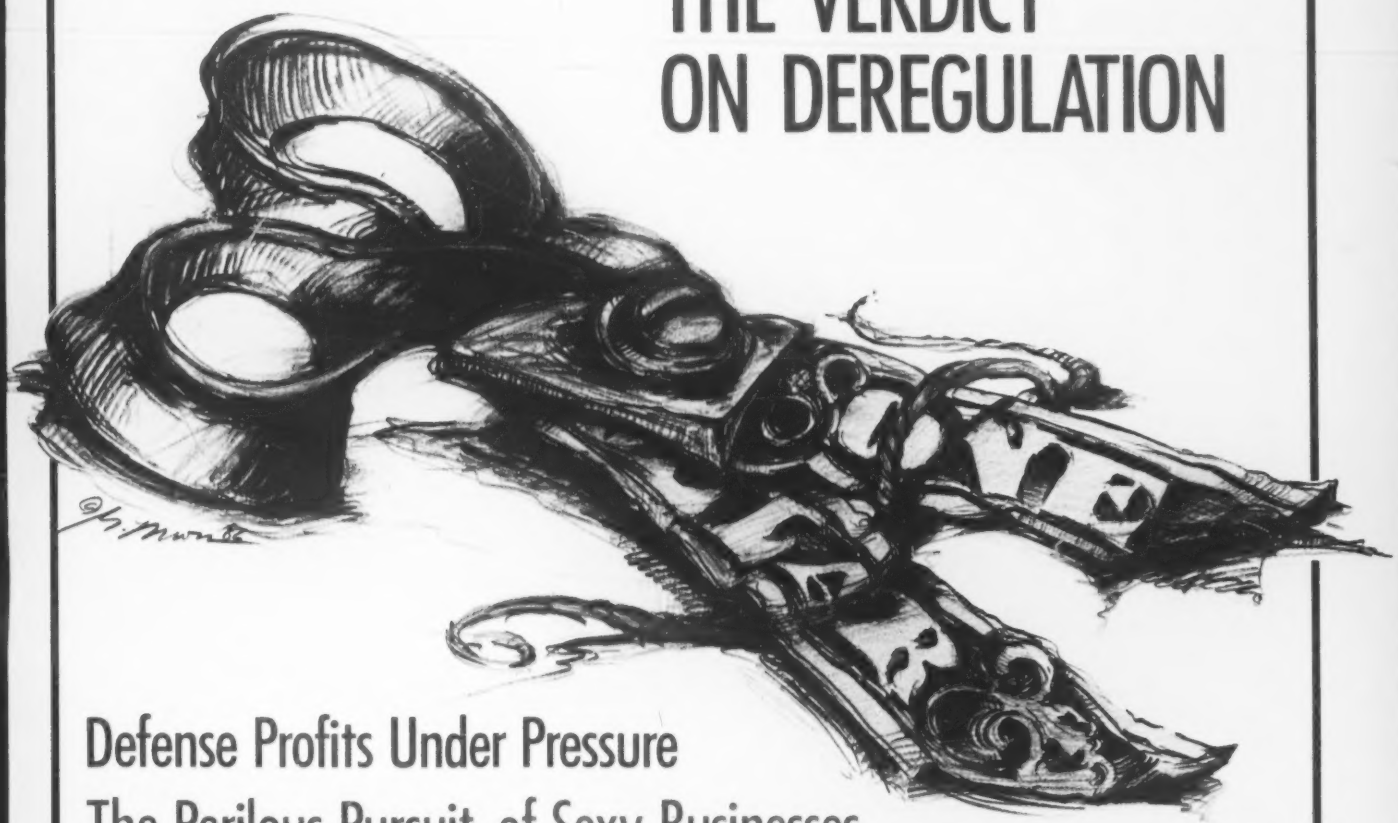
1986 Executive Job Survey

DUN'S BUSINESS MONTH

NOVEMBER 1986 $3.00

THE VERDICT ON DEREGULATION



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The Perilous Pursuit of Sexy Businesses

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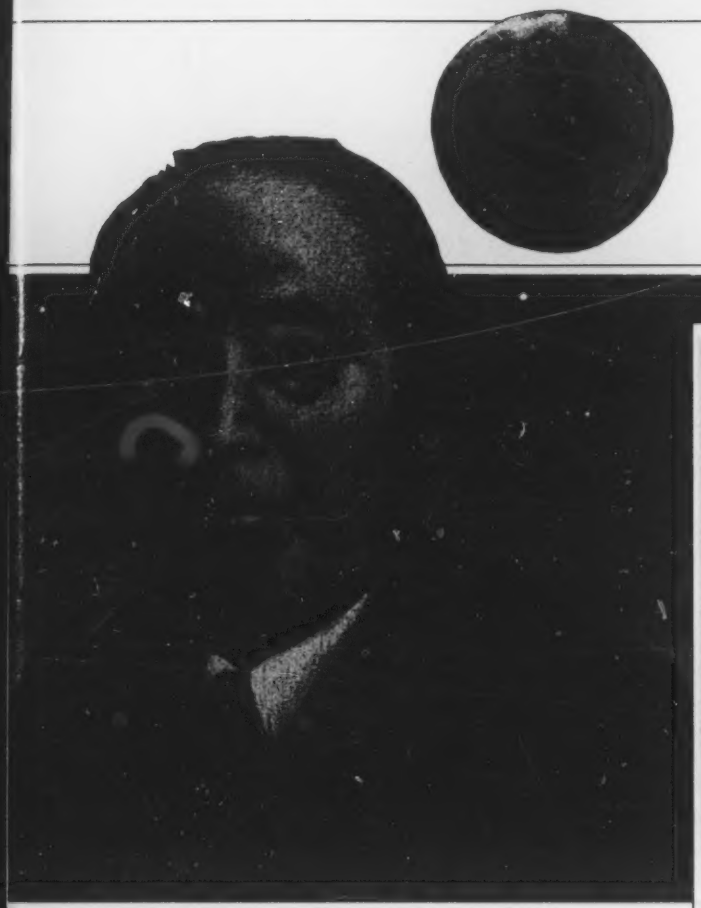

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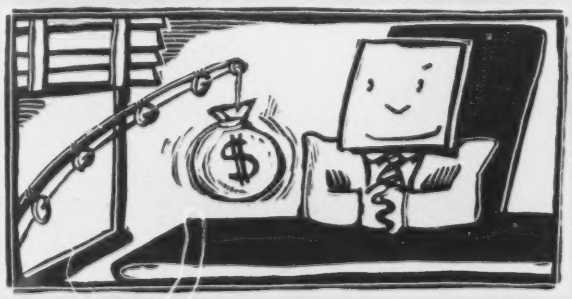

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SPECIAL REPORT

Executive Jobs: The Midwest Rebounds 62
The big surprise in DBM's latest survey is the Rust Belt, where job openings are up sharply. Salaries continue to rise.

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COVER ILLUSTRATION BY GEOFFREY MOSS

Executive Jobs: The Midwest Rebounds

DBM's latest survey shows that job openings have more than tripled over last year in autos, steel, machine tools and other smokestack industries.

by John C. Perham

Although little-noticed, smokestack America is beginning to make a comeback. Despite all the gloomy talk that the Midwest is turning into a Rust Bowl, the latest annual DUN'S BUSINESS MONTH survey of executive job openings shows a sharp upturn in the manufacturing sector. The twenty search firms participating in the survey are now trying to fill more than three times as many positions as last year in such industries as autos, machine tools, steel and chemicals. And while the available jobs cross the management spectrum, an unusually large number of manufacturing companies are actively looking for presidents, division presidents and other senior-level executives (*see tables, beginning page 64*).

The reason for all the activity, recruiters say, is that old-line manufacturers now find themselves in need of new blood. While they have been busy streamlining and retooling their plants, the better to compete with the Japanese and the rest of the world, they have not paid the same attention to management. In many a smokestack company, the whole management team has grown old together with little thought to the problems of succession. And with their strong tendency to promote from within, they have become excessively ingrown.

Now, in their hunt for new talent, recruiters report, some manufacturing companies are using search firms for the first time. President Rick Wytmar of Wytmar & Co. in Chicago reports that his manufacturing searches turned up significantly in the third quarter this year after an almost continuous decline since 1980. Another recruiter says: "Right now, I am looking for a president for a specialty steel company. Six months ago, I couldn't have imagined such a search."

At the same time, some manufacturers are venturing into wholly new fields, such as robotics, where they need executives with technical know-how. Recruiter Carl Menk, chairman of New York's Canny, Bowen & Co., points to the growth of R&D jobs in manufacturing. And Wytmar notes a trend among entrepreneurs to acquire struggling little manufacturing firms with the intention of automating them for greater efficiency. "There is a definite trend towards turning around the depressed smokestack companies," he says.

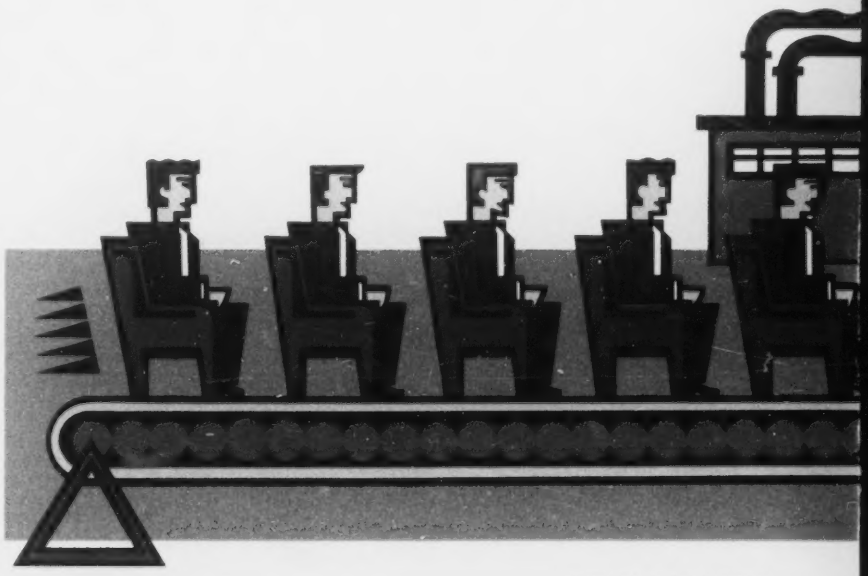
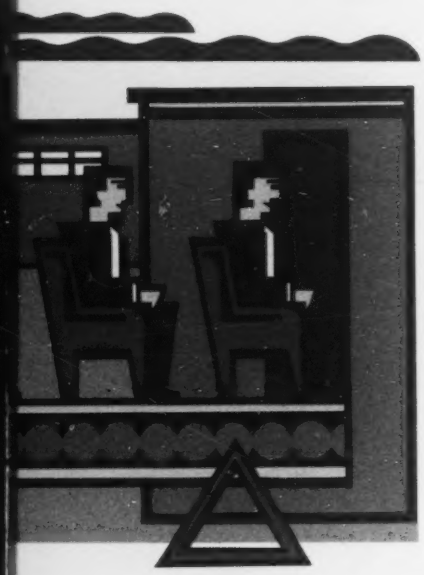


ILLUSTRATION BY JEAN TUTTLE

In an economy clearly marked by geographical differences, the Northeast has become the nation's most prosperous region—with the unemployment rate generally running at under 4%—and the boom continues. In the first six months this year, new business startups in the region were up 31.9% over the comparable 1985 period, according to Dun & Bradstreet Corp. statistics.

What keeps the Northeast prosperous while much of the rest of the country struggles is its good mix of service and manufacturing jobs. The industries most eagerly looking for executives are commercial banking, investment banking, insurance, consumer packaged goods and retailing. But recruiters are also on the prowl for people with good track records in manufacturing, especially in the computer industry and in chemicals.

In fact, a number of recruiters comment on how well high-tech companies in the Northeast are doing vis-à-vis Silicon Valley. To be sure, California semiconductor firms have been very hard hit by competition from the Japanese. But recruiters think the difference in styles is also a contributing factor. "New England's high-tech companies are more prosperous because they are run more conservatively," says President Andrew Sherwood of Goodrich & Sherwood. "In California, even the secretaries drive Ferraris."



Besides the Farm Belt, the depressed area most talked about these days is of course the Southwest, with its heavy dependence on oil. "In the Southwest, there are no jobs in energy, real estate or banking," says President Paul Ray Jr. of Paul R. Ray & Co. in Fort Worth.

Overall, the searchers say, the number of current job openings is perhaps 10%-to-15% above a year ago. And continuing the trend of the past few years, companies competing for executives keep raising the stakes. Some 145 positions on this year's list offer $200,000 or more, compared with 133 a year ago. Moreover, there are eighteen jobs paying $400,000 or more, up from four last year. Topping the current list: the $800,000 a Northeast conglomerate is offering for a CEO; and the job could perhaps pay even more, confides the recruiter handling the search.

The highest-paying field: financial services. Wall Street is offering mind-boggling salaries, particularly to money managers and merger and acquisition specialists. "Companies in financial services continue to recruit more top-ranking executives than any other industry, and that recruiting intensified in the third quarter," observes Chairman Lester Korn of Los Angeles' Korn/Ferry International.

And financial managers continue to job hop with aplomb in search of ever-higher compensation packages. Close to one-fourth of the financial jobs on the current list pay $200,000 or more, up from around 18% last year. "Whole departments have moved from commercial banks to investment banks, or from one investment bank to another, to get even more generous pay," comments President William Stack of William Stack Associates.

However, Chairman Robert Staub of Staub, Warmbold & Associates thinks the dizzying upward spiral should begin to taper off soon. "I think we will see a shakeout in the Wall Street job market within two years," he says.

Other service industries continue to be active players in the job arena. In the health care field, hospitals and health maintenance organizations are especially eager to find experienced executives who can firm up the bottom line. And in telecommunications, computers and peripheral equipment married to telephones and satellites are creating a whole new market. Companies in this hotly competitive business are looking hard for savvy sales and marketing executives.

One notable new trend in the competition for experienced managers: Companies no longer balk at hiring executives in their fifties and sixties. "The lifting of the mandatory retirement age from 65 to seventy has made a big difference in hiring patterns," Sherwood says. And he expects the change to be even more dramatic when Congress removes mandatory retirement entirely.

As for industry's long-beleaguered middle managers, although the merger wave has abated, cutbacks induced by mass early-retirement programs continue to take their toll. Major companies such as AT&T, Eastman Kodak, Exxon and Warner-Lambert have offered early retirement to thousands of employees this year. Somewhat offsetting the decline in jobs in big corporations, opportunities are on the rise in small entrepreneurial companies. The market has also been buoyed by the large number of companies that have gone private through leveraged buyouts.

Nevertheless, uncertainty is conspicuous even among middle managers who have survived all the firings of the past few years, recruiters say. Many well-paid and apparently successful managers are surprisingly eager to talk about a change of jobs in hopes of achieving greater security. New York recruiter William H. Willis notes that he finds near-panic in some companies.

Another recruiter boasts quietly: "I can take anyone I want out of CBS, NBC or ABC right now." ■

THE CURRENT JOB OPENINGS

GENERAL MANAGEMENT

Chief Executive Officer

POSITION	INDUSTRY	LOCATION	SALARY
President	Conglomerate	Northeast	$800,000
President	Building Products	Northeast	500,000
	Transportation	West	500,000
President	Hospitality	East	500,000
President	Pharmaceuticals	West	400,000
President	High Tech	West	400,000
	Conglomerate	West	360,000
President	Pharmaceuticals	East	340,000
	Communications	West	270,000
	Manufacturing	Midwest	270,000
President	Health Care	West	240,000
President	Food	Midwest	240,000
President	High Tech	West	230,000
President	Chemicals	East	200,000
President	High Tech	West	200,000
President	Insurance	West	185,000
President	Building Products	West	175,000
	Health Care	West	160,000
President	Electronics	West	160,000
President	Health Care	West	150,000
	Textiles	South	140,000
	High Tech	Midwest	140,000
	Food	West	140,000
President	Manufacturing	Southeast	140,000
President	Machinery	West	125,000
President	Computer Software	West	122,000
	Agriculture	South	120,000
	Machinery	Midwest	120,000
	Health Care	West	120,000
President	High Tech	West	120,000
	Machinery	Southeast	120,000
	Health Care	Midwest	120,000
President	Machinery	West	100,000
	Health Care	West	100,000

Chairman

POSITION	INDUSTRY	LOCATION	SALARY
	Insurance	East	270,000
	High Tech	West	230,000

President

POSITION	INDUSTRY	LOCATION	SALARY
COO	Conglomerate	West	500,000
COO	Data Management	West	450,000
	Apparel	Northeast	450,000
	Entertainment	West	450,000
COO	Insurance	Southeast	340,000
	Entertainment	West	340,000
	High Tech	West	320,000
	Manufacturing	Midwest	275,000
COO	High Tech	Midwest	270,000
	Real Estate	East	270,000
	Construction	Midwest	250,000
COO	Consumer Products	Midwest	250,000
	Energy	Southwest	$230,000
	Retail	West	230,000
	Retail	West	210,000
COO	High Tech	East	200,000
	Food	Northeast	200,000
	Apparel	East	200,000
	Industrial	West	200,000
	Hospitality	West	200,000
	Manufacturing	South	200,000
	Entertainment	West	200,000
International	Machinery	East	200,000
COO	High Tech	South	200,000
	Conglomerate	Midwest	190,000
	Food	East	180,000
	Chemicals	Northeast	175,000
	Health Care	West	175,000
	Manufacturing	Northeast	160,000
	Health Care	West	160,000
	Manufacturing	Northeast	150,000
	Manufacturing	Midwest	150,000
	Energy	Southwest	150,000
	Data Communications	Southeast	150,000
	Insurance	Midwest	150,000
	Insurance	Southwest	150,000
	Chemicals	Southeast	150,000
	Food Processing	Midwest	150,000
COO	High Tech	Midwest	140,000
COO	High Tech	West	140,000
	Business Services	Midwest	140,000
	Energy	Midwest	140,000
COO	Health Care	East	140,000
	Manufacturing	East	140,000
	Health Care	Midwest	140,000
COO	Manufacturing	Midwest	135,000
	High Tech	Midwest	135,000
	Insurance	Northwest	125,000
COO	Health Care	Northeast	125,000
	Manufacturing	Midwest	125,000
	Industrial Products	Midwest	125,000
	Direct Marketing	Northeast	125,000
	Manufacturing	Midwest	120,000
	Mining	Midwest	120,000
	Retail	East	120,000
	Telecommunications	Southeast	120,000
	High Tech	West	120,000
	Health Care	Southwest	110,000
	Health Care	Midwest	100,000
	Manufacturing	Northeast	100,000
	Mining	West	100,000
	Communications	Midwest	100,000
	Environmental	East	100,000
	Electronics	West	90,000
	Food Service	Midwest	90,000
	Hospital	Southwest	90,000
	Metal Products	Midwest	85,000
	Electronics	Southwest	80,000

POSITION	INDUSTRY	LOCATION	SALARY
Chief Operating Officer			
	Real Estate	East	$500,000
	Manufacturing	Midwest	400,000
	Hardware	Midwest	400,000
	Food	Midwest	240,000
	Manufacturing	Midwest	200,000
	Data Processing	East	150,000
	Communications	East	140,000
	Health Care	East	120,000
Executive Vice President			
	Manufacturing	East	450,000
	Electronics	West	400,000
	Insurance	Northeast	300,000
	Hospitality	East	250,000
	Insurance	West	230,000
	Aerospace	East	200,000
	Publishing	South	200,000
	Real Estate	Southwest	180,000
	Insurance	East	180,000
	Robotics	Midwest	175,000
	Health Care	Northeast	150,000
	Food	Midwest	150,000
	Electronics	Northeast	125,000
	Manufacturing	East	120,000
	Health Care	West	110,000
	Automotive	Northeast	110,000
	Manufacturing	Northwest	100,000
	Machinery	West	75,000
	Business Services	South	75,000
Senior Vice President			
	Food	East	280,000
	Health Care	Southeast	250,000
	Building Materials	South	250,000
	Communications	Northeast	175,000
	Insurance	East	175,000
	Retail	Midwest	170,000
	Apparel	Northeast	156,000
	Health Care	East	150,000
	Insurance	West	150,000
	Health Care	Midwest	150,000
	Chemicals	Northeast	150,000
	Credit Agency	West	150,000
	Manufacturing	Midwest	150,000
	High Tech	East	120,000
	Insurance	East	110,000
	Retailing	Northeast	110,000
	Construction	South	100,000
	Insurance	East	80,000
Group Vice President			
	Chemicals	East	180,000
	Manufacturing	Midwest	140,000
	Aerospace	South	125,000
Vice President			
	Retail	Southwest	300,000
	Insurance	East	250,000
	Food	Midwest	250,000
Operations	Utility	East	250,000
	Chemicals	East	230,000
Administration	Retail	West	200,000
	Retail	East	150,000
	Aerospace	Northeast	$150,000
	Health Care	East	150,000
	Coal	East	150,000
Regional	Real Estate	West	150,000
	Insurance	Notheast	150,000
	Entertainment	West	140,000
	Chemicals	Northeast	140,000
	Conglomerate	Midwest	140,000
	Insurance	East	125,000
	Food Service	South	125,000
	Retail	Midwest	125,000
	Food Processing	Midwest	125,000
	Retail	Northeast	122,000
International	Equipment	Midwest	120,000
	Entertainment	West	120,000
	Electronics	Northeast	120,000
	Health Care	West	120,000
Operations	Real Estate	West	110,000
International	High Tech	West	110,000
	Health Care	Northeast	110,000
Development	Electronics	Northeast	110,000
	Photographic	Midwest	110,000
	Food Processing	South	105,000
Operations	Retail	West	100,000
Operations	Health Care	West	100,000
	Retail	West	100,000
	Retail	Southwest	100,000
	Security	Northeast	100,000
Operations	Fasteners	Northeast	100,000
Property	Real Estate	Northeast	100,000
Property	Real Estate	South	100,000
Operations	Health Care	Southeast	100,000
	Machinery	Northeast	100,000
	Food	Midwest	100,000
	Industrial Products	Southwest	100,000
Operations	Retail	East	100,000
	Consumer Products	Northeast	93,000
	Consumer Products	Northeast	90,000
	Insurance	East	90,000
	Health Care	West	80,000
	Metals	Northeast	80,000
	Machinery	Northeast	80,000
	Health Care	Southeast	80,000
	Health Care	Northeast	80,000
	Real Estate	East	80,000
	Business Services	Midwest	80,000
	Real Estate	Northeast	80,000
	Pharmaceuticals	East	80,000
	Insurance	Midwest	75,000
	Retail	Southwest	75,000
	Engineering	Southwest	75,000
	Insurance	West	75,000
	Food	Southwest	75,000
General Manager			
	Industrial	Midwest	175,000
	High Tech	Southeast	175,000
	Insurance	Northeast	150,000
	Chemicals	Midwest	150,000
	Insurance	Midwest	150,000
	Leisure Services	Midwest	150,000
National	Food	Midwest	150,000
Vice President	Paper	Midwest	150,000
	Manufacturing	East	150,000

POSITION	INDUSTRY	LOCATION	SALARY
	Data Management	Midwest	$145,000
	Real Estate	West	125,000
	Health Care	Southeast	120,000
	Transportation	West	120,000
	Retail	East	120,000
	Manufacturing	Midwest	120,000
Vice President	Electronics	West	120,000
	Instrumentation	Northeast	105,000
Vice President	Machinery	Midwest	105,000
	Machinery	Northeast	100,000
	Real Estate	East	100,000
	Electronics	West	100,000
	Transportation	West	95,000
	Holding Company	Northeast	90,000
	Machinery	Northeast	90,000
	Data Management	West	90,000
	Machinery	South	90,000
	Chemicals	Northeast	90,000
	Utility	Southwest	90,000
	Electronics	East	90,000
	Printing	West	80,000
Vice President	Apparel	Midwest	80,000
	Chemicals	Europe	75,000
International	Consumer Products	East	75,000
	Real Estate	Midwest	75,000
Director			
Development	Real Estate	East	250,000
Managing	Insurance	Northeast	200,000
Development	Utility	East	200,000
	Printing	Northeast	175,000
	Hotel	Midwest	175,000
Programs	Health Care	West	150,000
Managing	Food	Midwest	150,000
Development	High Tech	East	140,000
	Health Care	Midwest	140,000
	Health Care	West	140,000
Managing	Manufacturing	East	140,000
Executive	Pharmaceuticals	East	125,000
Executive	Health Care	East	125,000
Managing	Wholesale	West	125,000
Managing	Holding Company	Northeast	125,000
	Chemicals	Midwest	120,000
	Food	Midwest	120,000
	Leisure	West	120,000
	Health Care	West	120,000
Project	Real Estate	Southeast	110,000
Executive	Insurance	West	110,000
	Chemicals	Northeast	100,000
	Food	Midwest	100,000
	Publishing	Northeast	100,000
	Communications	Northeast	100,000
	Leisure	West	100,000
Corporate	Publishing	West	100,000
Development	Communications	South	92,000
	Food	Midwest	90,000
	Real Estate	Southeast	85,000
Development	Health Care	West	85,000
	Business Services	Midwest	85,000
Development	Insurance	Midwest	85,000
	Utility	Midwest	85,000
	Packaging	East	85,000
	Pharmaceuticals	Midwest	80,000
Operations	Health Care	Midwest	80,000
	Chemicals	Midwest	80,000
Operations	Retail	East	$ 80,000
	Retail	Northeast	80,000
Real Estate	Retail	West	80,000
	Health Care	West	75,000
Risk Management	Paper	Midwest	75,000
	Health Care	Southeast	75,000
Executive	Insurance	West	75,000
Real Estate	Food	East	75,000
Executive	Leisure	Midwest	75,000
Manager			
	High Tech	Southwest	90,000
	Electronics	West	80,000

FINANCE

President and CEO			
	Banking	Midwest	400,000
	Brokerage	West	300,000
	Financial Services	Midwest	300,000
	Brokerage	West	275,000
	Financial Services	East	270,000
	Banking	Midwest	270,000
	Banking	South	120,000
	Banking	West	90,000
Chairman			
	Financial Services	Midwest	270,000
President			
Division	Banking	Southwest	500,000
	Financial Services	East	270,000
	Banking	East	270,000
	Financial Services	West	200,000
Division	Banking	East	200,000
Division	Financial Services	Midwest	180,000
Division	Banking	Southeast	140,000
	Banking	Southwest	135,000
Managing Director			
Mergers	Investment Banking	East	300,000
	Investment Banking	East	270,000
	Investment Banking	West	200,000
Chief Financial Officer			
	High Tech	West	290,000
Senior VP	Hospitality	Southeast	285,000
	Insurance	East	270,000
	Health Care	Northeast	250,000
	Entertainment	West	200,000
	Real Estate	Midwest	200,000
	Industrial	East	200,000
	Holding Company	Northeast	175,000
	Industrial Products	South	175,000
Vice President	Retail	Midwest	175,000
	Banking	West	160,000
	Banking	Midwest	150,000
	Retail	Midwest	150,000
	Hospitality	West	150,000
Senior VP	Insurance	Southeast	146,000
	Apparel	Midwest	140,000
	High Tech	East	140,000
	Banking	East	140,000
	Real Estate	West	140,000

POSITION	INDUSTRY	LOCATION	SALARY
	Hospitality	East	$140,000
	Health Care	Southeast	130,000
Vice President	Retail	East	125,000
	Transportation	West	120,000
	Real Estate	West	120,000
	Banking	West	120,000
	High Tech	West	110,000
	Health Care	West	110,000
	Manufacturing	Northeast	105,000
	Business Services	Northeast	100,000
	Health Care	Midwest	100,000
	Banking	West	100,000
	Banking	West	90,000
	Insurance	West	90,000
Chief Investment Officer			
	Investment Banking	East	400,000
Executive Vice President			
	Investment Banking	East	250,000
	Banking	West	225,000
	Banking	West	210,000
COO	Banking	East	180,000
COO	Banking	East	175,000
	Transportation	Southeast	150,000
	Banking	South	125,000
Operations	Financial Services	South	125,000
	Financial Services	East	120,000
	Banking	South	80,000
Senior Vice President			
	Banking	East	340,000
	Banking	East	270,000
Latin America	Banking	West	270,000
	Banking	East	200,000
Portfolio Manager	Financial Services	East	200,000
Fixed Income	Financial Services	East	200,000
	Conglomerate	East	200,000
Institutional Funds	Financial Services	Northeast	180,000
Fixed Income	Financial Services	East	175,000
International	Banking	West	170,000
	Banking	West	160,000
	Investment Banking	East	160,000
	Financial Services	West	150,000
	Brokerage	Northeast	150,000
Credit Policy	Financial Services	East	140,000
	Banking	Southwest	125,000
	Banking	Northeast	115,000
	Banking	West	110,000
	Banking	East	100,000
	Financial Services	East	100,000
Administration	Financial Services	Northeast	100,000
Construction Lender	Banking	West	100,000
	Investment Banking	West	100,000
	Banking	Northeast	100,000
	Banking	Northeast	90,000
	Brokerage	Northeast	75,000
Vice President			
	Banking	East	300,000
	Brokerage	Northeast	300,000
	Brokerage	West	250,000
Office Management	Banking	West	230,000
Syndicate	Brokerage	East	225,000
	Brokerage	Northeast	$225,000
	Banking	West	220,000
	Banking	East	200,000
	Real Estate	East	200,000
	Conglomerate	East	200,000
Corporate Taxes	Manufacturing	Midwest	200,000
	Holding Company	Northeast	200,000
	Industrial	Midwest	200,000
	Financial Services	East	200,000
Operations	Financial Services	East	200,000
Corporate Taxes	Manufacturing	Midwest	200,000
	Investment Banking	Northeast	180,000
Finance & Adm.	Financial Services	Midwest	170,000
	Financial Services	Southwest	160,000
	Investment Banking	East	160,000
	Financial Services	Midwest	160,000
Underwriting	Insurance	West	160,000
Reinsurance	Insurance	West	160,000
	Banking	Midwest	150,000
	Banking	West	150,000
	Computer	Northeast	150,000
	Banking	Northeast	140,000
	Banking	West	140,000
	High Tech	West	140,000
CFO	Food	Southwest	140,000
	Investment Banking	East	140,000
	Financial Services	East	140,000
Investments	Conglomerate	East	130,000
Cash Management	Banking	Northeast	125,000
Capital	Banking	East	125,000
	Credit Agency	Northeast	125,000
Insurance Group	Investment Banking	East	120,000
	Aerospace	East	120,000
	Investment Banking	Northeast	120,000
	Insurance	East	120,000
Retail	Banking	Midwest	110,000
Trust	Banking	East	110,000
Defaults	Banking	Southwest	110,000
	Aerospace	West	110,000
	Communications	West	110,000
	Publishing	West	110,000
Finance	Entertainment	West	110,000
Administration	Investment Banking	Northeast	105,000
	Manufacturing	Northeast	100,000
	Brokerage	Northeast	100,000
Loans	Service Bureau	Southwest	100,000
Insurance Products	Banking	Northeast	100,000
Funds Management	Banking	West	100,000
	Banking	Northeast	95,000
Business Staff	Banking	Northeast	90,000
	Manufacturing	Northeast	90,000
	Financial Services	West	90,000
	Health Care	Midwest	90,000
	Banking	Midwest	90,000
Investments	Manufacturing	East	90,000
	Manufacturing	Northeast	85,000
Check Processing	Banking	Northeast	80,000
	Banking	West	80,000
Development	Health Care	Southeast	80,000
	Real Estate	Northeast	80,000
	Financial Services	Midwest	80,000
Health Care Lending	Banking	East	75,000
Development	Banking	Midwest	75,000
Underwriting	Banking	Southwest	75,000

POSITION	INDUSTRY	LOCATION	SALARY
	Banking	Midwest	$ 75,000
Administration	Banking	South	75,000
Controller			
Vice President	Financial Services	Northeast	250,000
	Publishing	East	150,000
Assistant	Energy	East	150,000
Vice President	Data Systems	East	150,000
	Banking	West	140,000
	Mining	Midwest	140,000
	Mining	West	140,000
	Manufacturing	Midwest	140,000
Vice President	Banking	East	140,000
Vice President	Hospitality	Midwest	120,000
Vice President	Transportation	Midwest	120,000
Vice President	Consumer Products	Northeast	120,000
	High Tech	East	110,000
Deputy	Banking	East	100,000
	Manufacturing	East	100,000
	Health Care	Midwest	100,000
	Health Care	Midwest	90,000
	Data Communications	Midwest	90,000
Vice President	Manufacturing	East	90,000
	Distribution	West	90,000
	Manufacturing	West	80,000
	Real Estate	Southeast	80,000
	Health Care	West	80,000
Assistant	Conglomerate	East	80,000
	Retail	Northeast	75,000
	Utility	Northeast	75,000
Treasurer			
Vice President	Energy	East	400,000
Vice President	Transportation	West	200,000
	Health Care	Southwest	100,000
Assistant	Insurance	Midwest	90,000
	Machinery	Southwest	80,000
Division	Financial Services	Northeast	80,000
Assistant	Leisure	Southwest	75,000
Director			
Regional	Financial Services	East	160,000
Pension Investments	Mining	Midwest	150,000
Associate, Finance	Transportation	Southwest	150,000
Investments	Investment Banking	East	140,000
Programs	Financial Services	East	140,000
Project	Real Estate	Southeast	110,000
Audit	Retail	East	100,000
	Health Care	Midwest	100,000
Taxation	Chemicals	Midwest	100,000
	Financial Services	Northeast	90,000
Budget	Food	West	90,000
Accounting	Food	West	80,000
	Real Estate	Southeast	80,000
	Electronics	East	80,000
Financial Analysis	Transportation	Midwest	80,000
	Electronics	Midwest	75,000
Finance	Transportation	Southwest	75,000
Finance	Building Materials	South	75,000
Manager			
General	Banking	East	270,000
General	Banking	Northwest	150,000
General	Banking	Northeast	150,000
Financial	Investment Banking	Midwest	$110,000
	Credit Company	Northeast	100,000
Analysis	Investment Banking	Northeast	100,000
	Banking	Southwest	90,000
Insurance	Chemicals	Southwest	80,000
	Savings and Loan	Southwest	80,000
	Banking	Northeast	75,000
Financial	Electronics	Southwest	75,000
Taxes	Conglomerate	West	75,000
Credit	Manufacturing	East	75,000
Tax Accounting	Comglomerate	West	75,000

MANUFACTURING

Senior Vice President			
	High Tech	West	270,000
Operations	Metal Products	Midwest	100,000
	Machinery	Northeast	90,000
Vice President			
Sector	Fasteners	East	150,000
Quality Control	Aerospace	East	120,000
	Electronics	West	115,000
Operations	Manufacturing	Southeast	110,000
	Manufacturing	West	110,000
	Metal Products	Midwest	100,000
	Paper	East	90,000
Operations	Manufacturing	Northeast	85,000
Transportation	Food Products	East	80,000
Quality Control	Aerospace	East	80,000
Sector	Fasteners	Northeast	80,000
Distribution	Building Products	East	75,000
Director			
Purchasing	Hospitality	East	100,000
Quality Assurance	Plastics	Midwest	90,000
	Machinery	Northeast	90,000
	Manufacturing	Northeast	85,000
	Consumer Products	East	80,000
Quality Assurance	Chemicals	Midwest	80,000
Quality Assurance	Printing	Southeast	80,000
Quality Assurance	Communication	East	80,000
Procurement	Transportation	West	80,000
Operation	Printing	East	80,000
	Mining	East	80,000
Distribution	Food	East	80,000
	High Tech	East	75,000
Quality Assurance	Food	Midwest	75,000
Manager			
Plant	Chemicals	Midwest	110,000
Distribution	Retail	East	100,000
Plant	Machinery	Southeast	90,000
Controls	Machinery	East	90,000
	Machinery	South	90,000
	Chemicals	Northeast	90,000
	Electronics	East	80,000
Plant	Chemicals	Midwest	80,000
Plant	Energy	West	80,000
Production	Minerals	Southeast	75,000
Quality Assurance	Food	Midwest	75,000
Production	Industrial Products	East	75,000
Distribution	Building Products	East	75,000
Plant	Food	Southwest	75,000

MARKETING

POSITION	INDUSTRY	LOCATION	SALARY
Executive Vice President			
& Sales	Health Care	East	$290,000
	Computers	South	270,000
& Sales	Durable Goods	Midwest	225,000
	Food	South	200,000
	Information Systems	Northeast	200,000
	Machinery	West	150,000
	Insurance	Southeast	75,000
Senior Vice President			
	Health Care	Midwest	140,000
	Food	Southwest	125,000
	Banking	East	110,000
	Food	Midwest	100,000
	Banking	Southwest	100,000
	Real Estate	West	100,000
	Investment Banking	West	100,000
	Banking	South	90,000
	Banking	South	80,000
Vice President			
	Credit Agency	West	300,000
	Electronics	West	300,000
	Brokerage	West	250,000
	Banking	East	200,000
	Consumer Products	Southwest	200,000
	Aerospace	Midwest	200,000
	Investment Banking	Northeast	200,000
	Financial Services	Northeast	200,000
	High Tech	Southeast	200,000
	Investment Banking	Northeast	180,000
	Merchandising	Southwest	180,000
	Service Bureau	Southwest	170,000
	Holding Company	Southeast	150,000
	Electrical	Northeast	150,000
	Telecommunications	East	150,000
& Sales	High Tech	West	150,000
	Investment Banking	Northeast	144,000
Development	Consumer Products	Midwest	140,000
Development	Financial Services	East	140,000
	Food	Midwest	140,000
	Transportation	West	140,000
& Sales	Hospitality	East	140,000
	Computers	Northeast	130,000
	Food Products	Midwest	130,000
	Food Service	Southwest	125,000
& Sales	Motion Pictures	Southwest	125,000
	Industrial	East	125,000
	Food	Northeast	120,000
	Investment Banking	Northeast	120,000
	Consumer Products	Northeast	120,000
	Entertainment	West	120,000
& Sales	Insurance	Midwest	120,000
	Manufacturing	East	110,000
	High Tech	Southeast	110,000
Consumer	Entertainment	West	110,000
	Food	South	110,000
	Building Materials	Midwest	110,000
	Aerospace	West	110,000
	High Tech	East	110,000
	Chemicals	East	110,000
Product Development	Consumer Products	Midwest	$110,000
	Insurance	Midwest	100,000
	Banking	East	100,000
	Telecommunications	Southwest	100,000
	Services	Midwest	100,000
	Machinery	Midwest	100,000
	Banking	Southwest	100,000
	Amusement Parks	Midwest	100,000
	Stone/ Clay	Midwest	100,000
	Computer Peripherals	West	100,000
	Industrial Products	Northeast	100,000
	Telecommunications	Southeast	100,000
	Machinery	West	100,000
& Sales	Health Care	West	100,000
& Sales	Banking	Midwest	100,000
	Services	East	100,000
Division	Durable Goods	Midwest	90,000
	Transportation	Midwest	90,000
	Holding Co.	Midwest	90,000
	Business Services	South	90,000
	Manufacturing	Midwest	85,000
	Food	Midwest	85,000
Advertising	Retail	West	80,000
	Machinery	Northeast	80,000
& Sales	Metals	Midwest	80,000
	Health Care	Midwest	80,000
	Health Care	West	80,000
	Financial Services	Midwest	80,000
& Sales	Real Estate	Southeast	80,000
	Insurance	Southeast	75,000
	Banking	Northeast	75,000
	Electrical	Midwest	75,000
	Tobacco	East	75,000
Brand manager	Consumer Products	Northeast	75,000
	Transportation	Southeast	75,000
Director			
	High Tech	Midwest	150,000
	High Tech	West	145,000
	Health Care	West	140,000
	Retail	East	120,000
	Health Care	West	120,000
	High Tech	West	120,000
Advertising	Financial Services	East	120,000
	Manufacturing	East	120,000
	High Tech	East	110,000
Distribution	Telecommunications	East	110,000
Development	Telecommunications	East	110,000
	Electronics	West	110,000
	Telecommunications	East	110,000
	High Tech	West	110,000
	Consumer Products	Northeast	100,000
	Chemicals	Northeast	100,000
	Securities	Northeast	100,000
	Energy	West	100,000
New Products	Manufacturing	West	100,000
	Manufacturing	West	100,000
	High Tech	West	100,000
	Consumer Products	South	96,000
Group	Health Care	Northeast	90,000
	Wholesale Trade	Midwest	90,000
	Health Care	West	90,000
	Telecommunications	East	90,000
	Pharmaceutical	Midwest	85,000

POSITION	INDUSTRY	LOCATION	SALARY
	Instrumentation	Midwest	$ 85,000
	Communications	West	80,000
	Industrial Products	Midwest	80,000
	Financial Services	West	80,000
	Health Care	West	80,000
	Insurance	West	80,000
Creative	Retail	East	80,000
	Manufacturing	East	80,000
	Real Estate	Southeast	80,000
Pricing	Telecommunications	Southeast	75,000
	Apparel	Northeast	75,000
	Telecommunications	Southwest	75,000
Products	Pharmaceuticals	Midwest	75,000
Manager			
Product	Aerospace	Southeast	200,000
	Industrial	Midwest	175,000
Product	Manufacturing	East	110,000
Product	Food	East	100,000
Commercial	Transportation	Southwest	90,000
Brand	Consumer Products	Midwest	85,000
	Electronics	Midwest	80,000
Product	High Tech	West	80,000
Product	Food	Southwest	80,000
Brand	Consumer Products	Midwest	80,000
Packaging	Consumer Products	Midwest	80,000
Product	Manufacturing	Southwest	75,000
Product	Plastics	South	75,000
Customer Service	Insurance	West	75,000

SALES

Senior Vice President			
	Chemicals	Northeast	175,000
	Manufacturing	East	150,000
	Retail	West	115,000
	Business Services	Northeast	100,000
	Health Care	East	100,000
Vice President			
	Brokerage	West	225,000
	Retail	East	200,000
	Machinery	East	200,000
	Publishing	Northeast	150,000
	Retail	Northeast	150,000
	Telecommunications	East	150,000
	High Tech	West	140,000
	High Tech	East	140,000
	Food	East	140,000
	Banking	East	140,000
	Banking	Southwest	140,000
	Credit Agency	West	125,000
	Manufacturing	Midwest	125,000
	Wholesale Trade	West	120,000
	Chemicals	Midwest	120,000
	Industrial	East	115,000
	Pharmaceuticals	East	110,000
	Banking	East	100,000
	Retail	East	85,000
	Telecommunications	West	85,000
	Banking	Northeast	80,000
	Industrial	Midwest	80,000
	Banking	West	80,000
	Communications	Southwest	80,000
	Savings and Loan	Southwest	$ 75,000
	Real Estate	Southwest	75,000
	High Tech	West	75,000
Director			
	Banking	East	160,000
International	Machinery	East	110,000
Development	High Tech	East	100,000
	Manufacturing	Southwest	90,000
	Machinery	Northeast	88,000
	Printing	West	85,000
	Electronics	Southwest	75,000
	Electronics	Midwest	75,000
Manager			
National	Financial Services	West	340,000
	Brokerage	West	200,000
	Real Estate	West	140,000
Regional	Manufacturing	West	140,000
National	Electronics	West	110,000
General	Equipment	Midwest	110,000
	Machinery	West	110,000
National	Retail	East	100,000
Regional	Insurance	East	100,000
	Retail	East	100,000
	Transportation	Southwest	90,000
National	Retail	East	90,000
	Publishing	Northeast	90,000
	Electronics	East	85,000
National	Machinery	Midwest	80,000
Regional	Telecommunications	East	80,000
National	High Tech	West	80,000
Regional	Chemicals	Southwest	80,000
Regional	Manufacturing	East	80,000
	Machinery	Southeast	80,000
	Chemicals	West	80,000
District	Health Care	West	75,000
	High Tech	West	75,000
Regional	Manufacturing	Midwest	75,000
Regional	Food	Southwest	75,000

HUMAN RESOURCES

Senior Vice President			
	Financial Services	East	200,000
	Hospitality	East	180,000
	Consumer Products	Midwest	175,000
	Manufacturing	East	160,000
	Financial Services	Southeast	160,000
	Financial Services	East	150,000
Compensation	Insurance	East	150,000
	Retail	Southeast	140,000
	Retail	West	140,000
	Communications	Midwest	135,000
	Chemicals	Midwest	110,000
	High Tech	West	100,000
	Health Care	East	100,000
	Building Materials	Midwest	100,000
	Food	Midwest	100,000
Vice President			
	Insurance	East	90,000
	Rubber	Midwest	85,000
	Health Care	West	80,000

POSITION	INDUSTRY	LOCATION	SALARY
	Manufacturing	Midwest	$ 80,000
	Food	Southwest	75,000
	Restaurants	Northeast	75,000
	Energy	Southwest	75,000
Director			
	Financial Services	East	200,000
Compensation	Conglomerate	Midwest	160,000
Compensation	Consumer Products	Midwest	106,000
Compensation	Chemicals	Southwest	100,000
Pensions	Insurance	Northeast	100,000
Staffing	Food	Midwest	80,000
Benefits	Transportation	Midwest	80,000
	Manufacturing	Midwest	80,000
	Energy	Southwest	75,000
Pensions	Publishing	West	75,000

TECHNOLOGY

Vice President			
Data Processing	Banking	East	270,000
Data Processing	High Tech	West	240,000
Data Processing	Distribution	Midwest	240,000
Technology	Manufacturing	East	200,000
Engineering	High Tech	Southwest	150,000
Exploration	Refining	Southwest	150,000
Technical	Food	Midwest	150,000
Biotechnology	Energy	East	140,000
Engineering	Energy	East	140,000
Data Processing	Health Care	West	140,000
Data Processing	Financial Services	East	140,000
R&D	Chemicals	Northeast	120,000
Technical	Electronics	Midwest	120,000
Engineering	Aerospace	East	120,000
Data Processing	Financial Services	Northeast	120,000
Data Processing	Entertainment	West	115,000
Engineering	Utility	Southwest	100,000
Data Processing	Food	Southwest	100,000
Data Processing	Banking	Northeast	100,000
Data Processing	Insurance	West	100,000
Engineering	Aerospace	Northeast	95,000
Engineering	Manufacturing	Midwest	90,000
Data Processing	Conglomerate	East	80,000
Data Processing	Engineering	Southwest	75,000
Engineering	Equipment	Midwest	75,000
Engineering	Machinery	South	75,000

Director			
Engineering	Aerospace	East	$140,000
Engineering	Pharmaceuticals	East	140,000
Data Processing	Health Care	West	140,000
Software	High Tech	East	120,000
Engineering	Computer	Northeast	120,000
Engineering	Electronics	West	100,000
Technical	Engineering	Midwest	100,000
Technical	Consumer Products	Midwest	100,000
Data Processing	Electronics	West	95,000
Engineering	Aerospace	East	90,000
Engineering	Aerospace	West	90,000
Engineering	Electronics	West	90,000
Technology	Electronics	Northeast	90,000
Data Processing	Food	Northeast	90,000
Data Processing	High Tech	West	85,000
Microprocessing	Electronics	West	80,000
Data Processing	Business Services	West	76,000
Data Processing	Chemicals	Northeast	75,000

PLANNING

Vice President			
	Banking	East	160,000
	Food	Northeast	125,000
	Health Care	West	120,000
	Real Estate	West	110,000
	Entertainment	West	110,000
Acquisitions	Real Estate	East	100,000
Acquisitions	Investment Banking	East	100,000
	Insurance	Midwest	95,000
Director			
	Mining	Midwest	160,000
	Banking	Northeast	120,000
	Communications	South	120,000
	Financial Services	Midwest	100,000
	Health Care	West	90,000
Manager			
	Financial Services	Northeast	140,000
	Financial Services	Northeast	125,000
	Communications	Northeast	100,000
	Avionics	Northeast	100,000
	Insurance	East	90,000
	Electronics	Midwest	80,000
Production	Industrial	East	75,000

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